Business-Technology Alignment
IT Architecture Review: Organization and Processes
Version 3.2

October 24, 2001
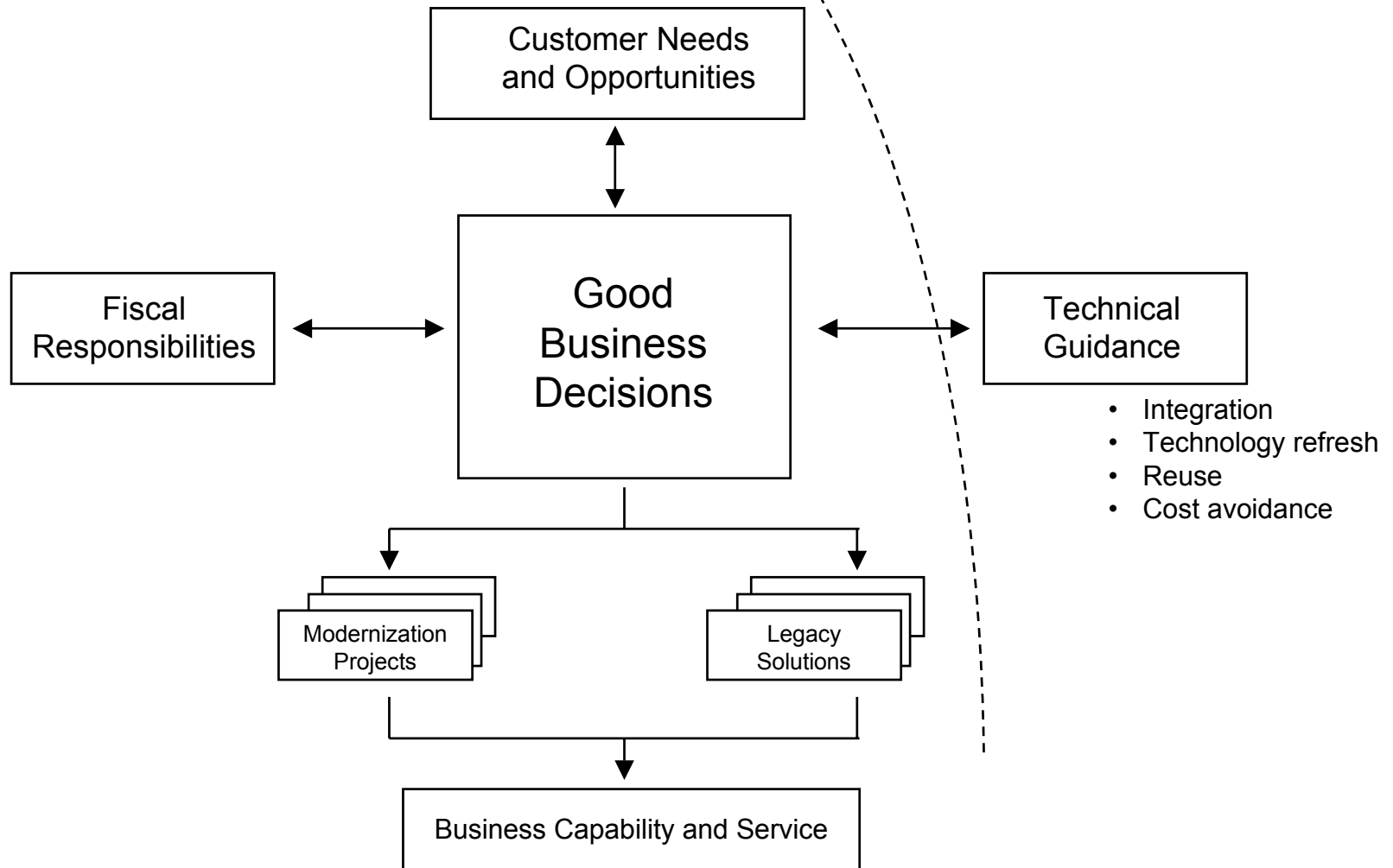TO: 55
Deliverable #: 55.1.4

DRAFT

We need to make good business decisions based on sound, relevant information and disciplined processes.

So Far ….

…We Have Addressed   **… Now We Need to Address**

Customer Needs
and Opportunities

Fiscal
Responsibilities

Good
Business
Decisions

Technical
Guidance

- Integration
- Technology refresh
- Reuse
- Cost avoidance

Modernization
Projects

Legacy
Solutions

Business Capability and Service
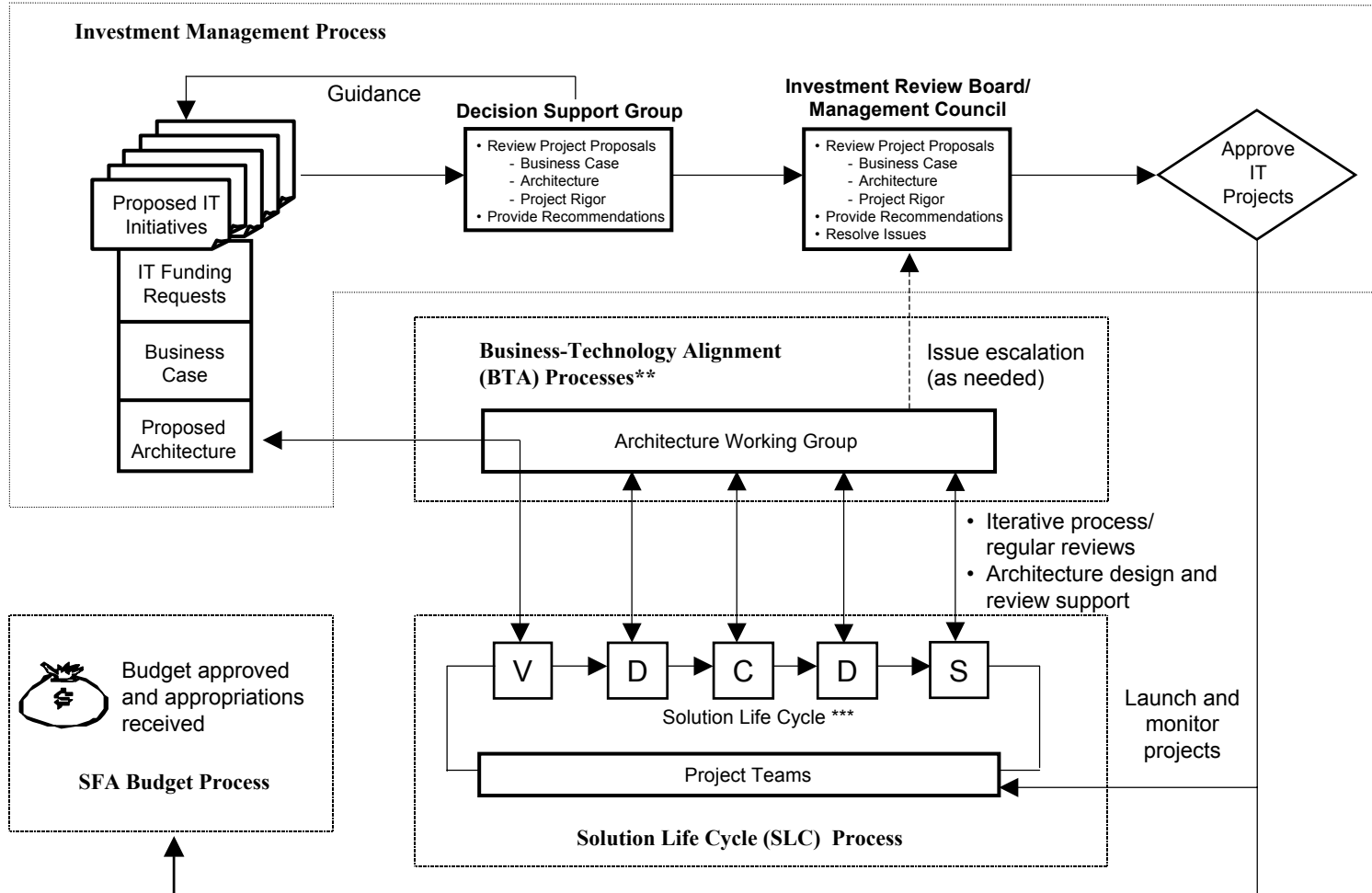
SFA IT Principles

SFA will:

- Base IT decisions upon sound business benefits clearly tied to business drivers and customer impact

- Ensure that at least 75% of the IT working groups will consist of representatives from major business initiatives and/or projects

- Design all IT decision-making processes with a bias towards action

- Manage information and data as enterprise-wide assets

- Support an integrated enterprise-wide IT architecture

- Use guidelines consistent with the Federal ITA framework

- Unify planning, management and alignment of Business and Information Technology

- Typically use technology that has been generally accepted in the market place

- Promote and facilitate reusability of application software and infrastructure components

- Use commercial/government off-the-shelf solutions, typically using open systems standards

- Leverage enterprise-wide licensing of vendor products and services

BTA* processes complement the Investment Management and Solution Life Cycle processes, enabling business priorities to drive technology solutions.

SFA Processes

Investment Management Process

Guidance

Decision Support Group
- Review Project Proposals
  - Business Case
  - Architecture
  - Project Rigor
- Provide Recommendations

Investment Review Board/ Management Council
- Review Project Proposals
  - Business Case
  - Architecture
  - Project Rigor
- Provide Recommendations
- Resolve Issues

Approve IT Projects

Proposed IT Initiatives

IT Funding Requests

Business Case

Proposed Architecture

Business-Technology Alignment (BTA) Processes**

Issue escalation (as needed)

Architecture Working Group

- Iterative process/ regular reviews
- Architecture design and review support

Budget approved and appropriations received

SFA Budget Process

V   D   C   D   S

Solution Life Cycle ***

Project Teams

Launch and monitor projects

Solution Life Cycle (SLC) Process

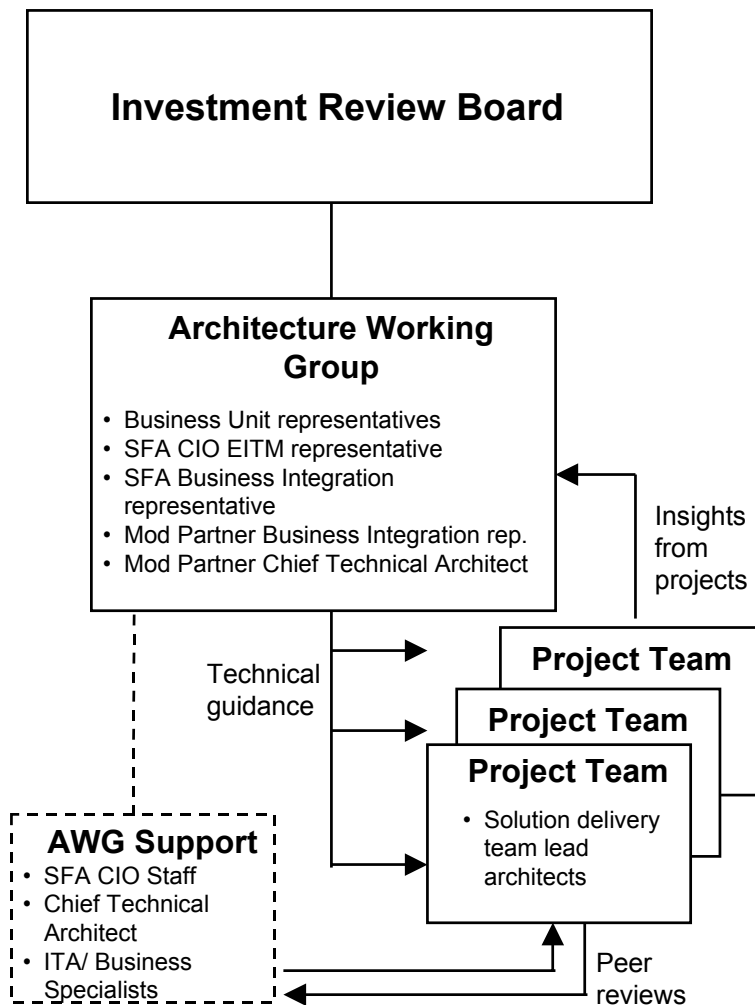*   Business-Technology Alignment
**   Enhances compliance with Clinger-Cohen Act
*** Solution Life Cycle Steps: Vision, Design, Construct, Deploy, Support

A combined team of project and technical specialists will help better manage and align SFA's use of technology.

Organization Structure

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│                                 │
│   Investment Review Board       │
│                                 │
└─────────────────────────────────┘
              │
┌─────────────────────────────────┐
│     Architecture Working        │
│            Group                │
│                                 │
│ • Business Unit representatives │
│ • SFA CIO EITM representative   │
│ • SFA Business Integration      │
│   representative                │
│ • Mod Partner Business Integration rep. │
│ • Mod Partner Chief Technical Architect │
└─────────────────────────────────┘
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Insights from projects

Technical guidance

Project Team
Project Team
Project Team
• Solution delivery team lead architects

AWG Support
• SFA CIO Staff
• Chief Technical Architect
• ITA/ Business Specialists

Peer reviews

Key Responsibilities Summary

Investment Review Board:

❑ Understand business implications, adjudicate, and set direction

Architecture Working Group Members:
❑ "Trusted Advisors" in consultative and coaching roles to projects regarding interpretation of standards, business impact and the reasoning behind the technology choices

Project Teams:
❑ Incorporate architecture standards into solution design, or raise request for exceptions where appropriate
❑ Provide insights from project experience

AWG Support:
❑ Support BTA processes and conduct detailed evaluations

BTA Organization Summary

Investment Review Board

- Management Council Members or designates, Mod Partner representative(s), CIO
- Members aware of technology use and its potential implications for the business

IRB Responsibilities Pertaining to BTA

- Understand business implications and set direction
- Adjudicate conflict over issues raised by Architecture Working Group
- Gain agreement on SFA wide priorities for how IT will enable the business
- Willingness and commitment to promote and support the agreed standards, processes and guidelines

Investment Review Board

Architecture Working Group

- Business Unit representatives
- SFA CIO EITM representative
- SFA Business Integration representative
- Mod Partner Business Integration rep.
- Mod Partner Chief Technical Architect

Insights from projects

Technical guidance

Project Team

Project Team

Project Team

- Solution delivery team lead architects

AWG Support

- SFA CIO Staff
- Chief Technical Architect
- ITA/ Business Specialists

Peer reviews

The Architecture Working Group (AWG) and Project Teams ensure architecture integrity of business solutions.

BTA Organization Summary

Architecture Working Group (AWG): Characteristics

- ❑ Permanent members; business representatives and technical architects;
- ❑ At least 75% business representation;
- ❑ Representatives from Business Units, Mod Partner, SFA CIO, and major projects;
- ❑ "Trusted Advisors": consultation, coaching, mentor roles

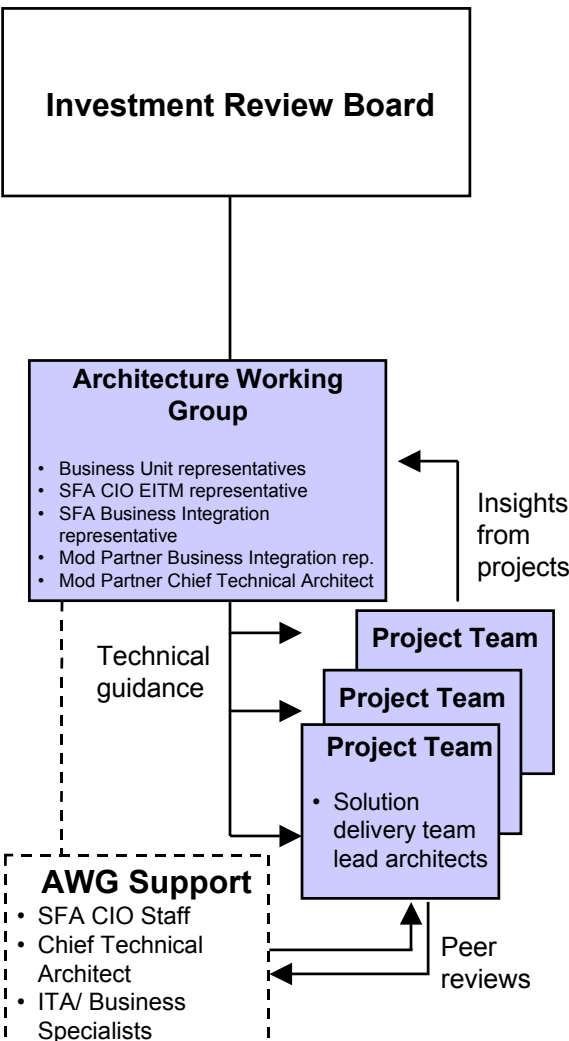### Architecture Working Group: Responsibilities

- ❑ Consultative roles to projects, especially during early phases regarding interpretation, impact, the reasoning behind the technology choices, and advise on issues of migration to SFA IT architecture and standards
- ❑ Understand business and technical issues and implications
- ❑ Raise issues/exceptions to IRB for resolution, as necessary
- ❑ Make recommendations (with implications, risks and costs) to IRB for setting direction
- ❑ Determine when smaller or larger changes to architecture are required and shepherd these through the approval process

Project Team Responsibilities Pertaining to BTA

- ❑ Hear and respond to user requests for exceptions to the published standards
- ❑ Bring insights from day-to-day implementation and use of architectures
- ❑ Incorporate architecture standards into solution design, raise request for exceptions where appropriate

Assumption: AWG Support (SFA CIO and Mod Partner) conducts

- ❑ Peer group reviews with Project Teams, and identification of issues for AWG attention
- ❑ Maintenance and publication of architecture documentation
- ❑ Education sessions, publicity, demonstrations of architecture and its business case
- ❑ Driving the overall enterprise architecture process, creating and maintaining deliverables
- ❑ Conduct detailed technology, cost and risk evaluations for new technolgies

Diagram

Investment Review Board

Architecture Working Group
- Business Unit representatives
- SFA CIO EITM representative
- SFA Business Integration representative
- Mod Partner Business Integration rep.
- Mod Partner Chief Technical Architect

Insights from projects

Technical guidance

Project Team

Project Team

Project Team
- Solution delivery team lead architects

AWG Support
- SFA CIO Staff
- Chief Technical Architect
- ITA/ Business Specialists

Peer reviews

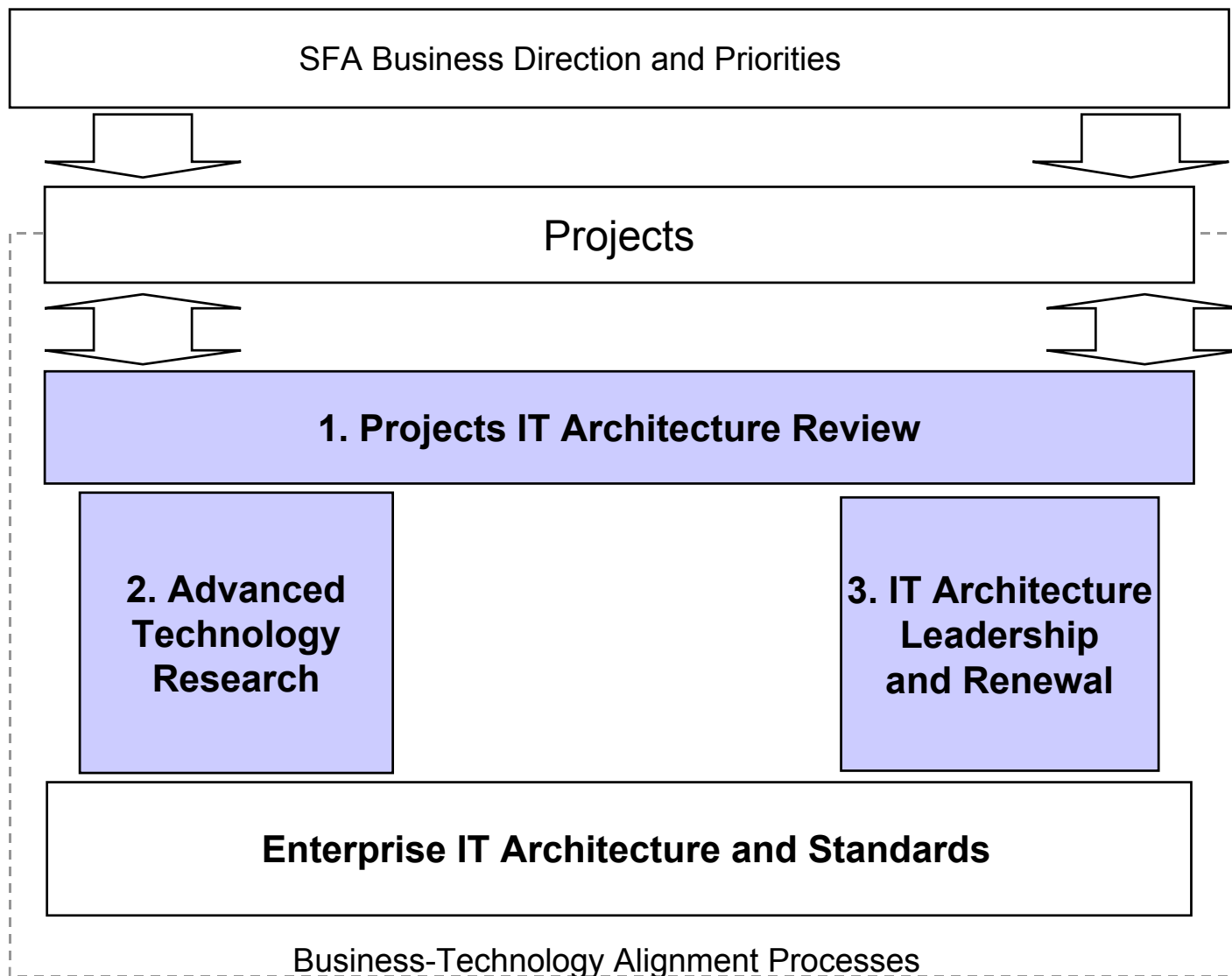# The Architecture Working Group will be staffed with senior representatives from business and IT.

Role	Representative	
Business Unit Representatives	■ Robert Lawrence	- Students Channel
	■ Anna Allen	- Financial Partners Channel
	■ Paul Hill	- Schools Channel
	■ Paul Stonner	- CFO
SFA Business Integration Representative	■ TBD	
SFA CIO EITM Representative	■ Denise Hill	
Mod. Partner Business Integration Representative	■ John Bogaski	
Mod. Partner Chief Technical Architect	■ Peter Elms	

BTA* consists of three major processes that help align design, integration and deployment of technology solutions to Enterprise standards.

BTA* Processes at SFA

SFA Business Direction and Priorities

Projects

1. Projects IT Architecture Review

2. Advanced Technology Research

3. IT Architecture Leadership and Renewal

Enterprise IT Architecture and Standards

Business-Technology Alignment Processes

We need your support to achieve aggressive time targets.

Timetable

Activity	Date	Who
Identify BU AWG representatives	Oct. 17	GMs
Distribute material for review to BU AWG reps.	Oct. 25	Denise Hill
AWG walk-through (orientation)	Oct. 30	SMEs & BTA Team
SMEs review material and provide comments	Oct. 30 – Nov. 1	SMEs
Ramp-up and execute (Phase II)	Nov. 5 – Aug. 2002	SMEs & BTA Team

- AWG launch
- Implement support organization and tools
- Execute and support BTA processes

Appendix: Business-Technology Alignment Processes

The Projects IT Architecture Review Process allows for fair consideration of exceptions to the solution design and architecture standards.

1. Projects IT Architecture Review Process

Investment Review Board (IRB)/ Management Council (MC)	IRB/MC Guidance — 1.4 Review options and resolve issue → Satisfactory Resolution? (No / Yes)
Architecture Working Group (AWG)	1.3 Advise to achieve design standards → Issues requiring IRB/MC attention? (Yes / No) — Issue Review Request
AWG Support	1.2 Peer-group reviews of solution design and advise to achieve design standards — Exceptions for discussion with AWG — 1.5 Update architecture and standards, and communicate to stakeholders
Project Teams (Business Applications, IPTs, ITA, EAI, etc.)	Proposed Solution Design → 1.1 Evaluate whether solution design follows standards — Regular reviews as per SLC review points — 1.6 Incorporate resolution into solution design

2. Advanced Technology Research Process

Function

Investment Review Board (IRB)/ Management Council (MC)	
Architecture Working Group (AWG)	
AWG Support	
Project Teams (Business Applications, IPTs, ITA, EAI, etc.)	

Flowchart elements:

- 2.1a Technology horizon scanning (on-going)
- 2.1b Identify evolving project, VDC and solution IT requirements
- 2.2 Evaluate new technology applicability & impact on business
- 2.3 Initial Sponsor? — Yes / No
  - No → Communicate Decision
- 2.4 Detailed evaluation of new technology & impact on business
- 2.5 Verify: IS there a Business Sponsor? (& Business benefits justify risks and costs?) — Yes / No
  - No → Communicate Decision
  - Yes → Input into Enterprise IT Architecture Leadership and Renewal Process

Function 3. Enterprise IT Architecture Leadership and Renewal Process
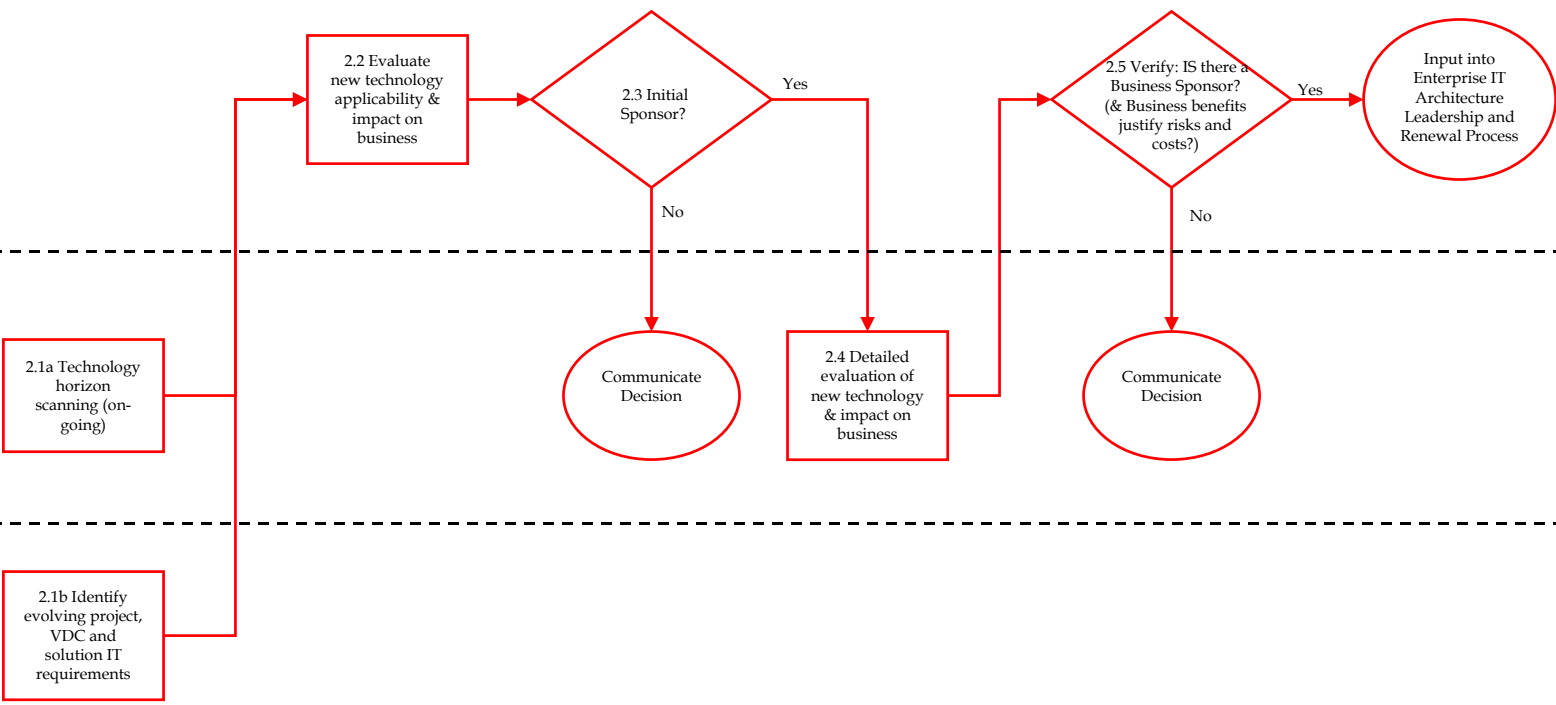

Investment Review Board (IRB)/ Management Council (MC)

Architecture Working Group (AWG)

AWG Support

Project Teams (Business Applications, IPTs, ITA, EAI, etc.)

IRB/MC Guidance

3.5 Review options and resolve issue

Satisfactory Resolution?

No / Yes

-Business direction changes
-IT performance
-Business expectations

From Advanced Technology Research Process

3.1a Review corporate direction changes, & make architecture renewal determination

3.2 Initiate necessary investigations, understand implications for architecuture, services and vendors/contractors

Issues requiring IRB/MC attention?

Yes / No

3.4 Review / agree changes to architecture standards

3.1b Review current IT performance & make architecture renewal determination

3.3 Investigate potential solutions and make recommendations

3.6 Update architecture standards and communicate to stakeholders

Project teams obtain performance data from operating partners

3.7 Incorporate architecture changes in service(s)